

March 1949

MEMORANDUM FOR ALL EFFICIENCY RATING AND REVIEWING OFFICIALS
SUBJECT: Proposed Element Patterns for Efficiency Ratings.

Attached is a list of pertinent and especially important elements for most positions in CIA. This list has been prepared as a general guide for rating officials and to advance uniformity in the preparation of efficiency ratings. The patterns are not mandatory. In the event a rating official finds a suggested pattern inadequate or inapplicable to a job under his supervision, he should delete or add elements to form a pattern which will adequately cover the duties and responsibilities of the position.

Element patterns for jobs not appearing on the list are to be selected by rating officials. In such cases a somewhat similar job can usually be found in the attached list for use as a guide.

An efficiency rating should reflect how well, how much, and in what manner an employee performs the duties of his position. His work is judged against the reasonable standard of performance which his supervisor has generally prescribed and accepted as adequate. The selection and marking of elements from among the first ten listed on Form 51 should indicate the quality of an employee's performance. Elements numbered 11, 12, and 13 are intended to reflect the productiveness of an employee. A selection is usually made between number 12 and number 13. Elements selected and marked from among numbers 14 through 19 should reflect the employee's attitude toward his job or the manner of his performance. Number 20 is usually applied to CPC jobs such as Carpenter and Janitor where physical fitness for the work is important.

An employee's performance of administrative, supervisory, and planning functions for which he is responsible is directly reflected by the selection and marking of elements from among numbers 21 through 31. Elements number 21, 22, and 23 are intended for rating an employee's efficiency in policy determination, organizational planning, and the devising of procedures at a high level. Elements number 24, 25, 26, and 28 deal with the management phases of a job, and elements number 27, 29, 30 and 31 are intended for use in reflecting qualities of leadership.

THE EFFICIENCY RATING COMMITTEE, CIA

Suggested Element Patterns for Efficiency Ratings
Central Intelligence Agency

Match 1949

Position	Element Pattern
Accountant (Non Supervisory)	3, 6, 7, 8, 9, 10, 13, <u>14</u> , 16, 19
Accountant (Supervisory)	3, 5, <u>6</u> , <u>9</u> , 11, 12, <u>14</u> , 15, <u>18</u> , 19, 24, 25, <u>26</u> , <u>30</u>
Account or Audit Clerk	3, 4, <u>6</u> , <u>7</u> , 11, <u>12</u> , <u>16</u> , <u>19</u>
Adm. Aid	<u>3</u> , 4, <u>6</u> , <u>7</u> , 10, 11, <u>12</u> , 14, <u>15</u> , <u>16</u> , <u>19</u>
Adm. Analyst	<u>3</u> , 5, 7, <u>8</u> , <u>9</u> , 10, 11, <u>12</u> , 14, <u>15</u> , <u>17</u> , 18, <u>19</u>
Adm. Asst. (Non Supervisory)	3, 5, 6, <u>9</u> , <u>10</u> , 11, <u>15</u> , 16, <u>19</u>
Adm. Asst. (Supervisory)	<u>5</u> , 6, <u>9</u> , <u>10</u> , 11, 12, 14, <u>15</u> , 16, <u>17</u> , 19, 25, 27, <u>29</u> , <u>30</u>
Adm. Officer (Advisory Capacity)	<u>5</u> , <u>10</u> , <u>15</u> , <u>18</u> , 19 <u>22</u> , 27, 28, 30
Adm. Officer (Division or Section Chiefs of same Adm. level)	5, 9, <u>10</u> , <u>15</u> , 16, 19, <u>21</u> , <u>24</u> , 25, 26, 27, 28, 30
Advisor or Consultant	6, 9, <u>10</u> , <u>15</u> , 16, 18, <u>22</u> , 30
Appointment Clerk	<u>3</u> , 4, <u>6</u> , <u>7</u> , 11, <u>12</u> , <u>16</u> , <u>19</u>
Attorney (Non Supervisory)	<u>5</u> , 6, 9, <u>10</u> , <u>15</u> , 18, 19 <u>23</u> , <u>29</u> , 30
Attorney (Supervisory)	5, 9, <u>10</u> , 15, 17, 22, 23, 24, <u>25</u> , 26, 27, <u>29</u> , 30, 31
Auditor (Fiscal)	<u>9</u> , 10, <u>15</u> , 16, <u>17</u> , <u>22</u> , 23, 24, <u>25</u> , <u>26</u> , <u>27</u> , 29, 30, 31
Biologist	<u>5</u> , <u>8</u> , <u>9</u> , 12, 14, 15, 18, 19
Budget Analyst	3, <u>5</u> , 6, <u>8</u> , <u>9</u> , <u>10</u> , 11, <u>12</u> , 14, <u>15</u> , <u>17</u> , 18, <u>19</u>
Budget Officer	<u>9</u> , <u>10</u> , 14, <u>15</u> , 16, 19, <u>21</u> , <u>22</u> , <u>23</u> , <u>24</u> , 25, 26, 27, 30

-3-

Position	Element Pattern
Employee Relations Counselor	6, <u>9</u> , <u>10</u> , 11, <u>15</u> , <u>16</u> , 19
Engineer (Supervisory)	3, <u>5</u> , 6, <u>1</u> , <u>9</u> , 11, <u>14</u> , 16, 19, 22, <u>24</u> , 26, 30
Engineer (Aero)	<u>3</u> , <u>8</u> , 11, <u>17</u> , 18, 19 <u>30</u>
Engineer (Chemical)	<u>3</u> , <u>8</u> , 11, <u>17</u> , 18, 19 <u>30</u>
Engineer (Construction)	<u>3</u> , <u>6</u> , <u>9</u> , 10, 12, 15, <u>18</u> , 19, <u>25</u> , <u>30</u>
Engineer (Electrical) - (Radio)	<u>3</u> , <u>8</u> , 11, <u>17</u> , 18, 19 <u>30</u>
Engineer (Material)	<u>3</u> , <u>5</u> , 6, <u>8</u> , <u>9</u> , 11, <u>14</u> , 16, 19, <u>30</u>
Engineer (Mechanical)	<u>3</u> , <u>5</u> , 6, <u>8</u> , <u>9</u> , 10, 11, <u>17</u> , <u>18</u> , 19, <u>30</u>
Engineer (Ordnance)	<u>3</u> , <u>5</u> , 6, <u>8</u> , <u>9</u> , 10, 11, <u>17</u> , <u>18</u> , 19, <u>30</u>
Engineering Aid	<u>3</u> , <u>6</u> , <u>7</u> , 8, 11, <u>12</u> , 16, 19
Engineer (Draftsman)	<u>3</u> , <u>4</u> , <u>6</u> , <u>8</u> , 10, 12, 18, <u>19</u>
Executive Officer	5, <u>9</u> , 10, <u>14</u> , <u>15</u> , 17, 19, <u>22</u> , <u>28</u> , <u>30</u> , 31
File Clerk	<u>3</u> , <u>6</u> , <u>7</u> , 11, <u>12</u> , <u>16</u> , <u>19</u>
Fiscal Accounting Clerk	<u>3</u> , <u>6</u> , 9, 11, (<u>12</u> or <u>13</u>), 16, <u>19</u>
Geographer P-3 to P-8	<u>3</u> , <u>4</u> , 6, 8, <u>10</u> , 14, 18
Geologist	<u>3</u> , <u>5</u> , <u>6</u> , 8, <u>9</u> , <u>10</u> , 11, <u>12</u> , 14, <u>17</u> , <u>18</u> , <u>19</u>
Graphic Designer	<u>3</u> , <u>4</u> , <u>5</u> , <u>7</u> , <u>10</u> , 12, 15, <u>18</u> , 19 <u>24</u> , <u>25</u>
Foreign Affairs Advisor	<u>9</u> , <u>10</u> , <u>15</u> , 16, <u>18</u> , 19 <u>30</u>

-4-

Position

Element Rattler

Foreign Affairs Analyst (Supervisory)	<u>3</u> , <u>6</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>15</u> , <u>16</u> , <u>18</u> , <u>19</u> <u>21</u> , <u>22</u> , <u>24</u> , <u>29</u> , <u>30</u> , <u>31</u>
Foreign Affairs Officer (Non Supervisory)	<u>5</u> , <u>10</u> , <u>11</u> , <u>14</u> , <u>15</u> , <u>18</u> , <u>19</u> <u>21</u> , <u>22</u> , <u>23</u> , <u>29</u> , <u>30</u>
Guard	<u>7</u> , <u>15</u> , <u>19</u> , <u>20</u>
Historian P-1 to P-3	<u>3</u> , <u>6</u> , <u>8</u> , <u>10</u> , <u>12</u> , <u>14</u> , <u>18</u>
Historian P-4 to P-6	<u>3</u> , <u>6</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>14</u> , <u>15</u> <u>24</u> , <u>25</u> , <u>30</u> , <u>31</u>
Hoisting Machine Operator	<u>1</u> , <u>3</u> , <u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>16</u> , <u>19</u>
Illustrator - Illustrative Draftsman	<u>3</u> , <u>4</u> , <u>6</u> , <u>8</u> , <u>10</u> , <u>11</u> , <u>15</u> , <u>16</u> , <u>18</u> , <u>19</u>
Instructor (Non Supervisory)	<u>3</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>14</u> , <u>15</u> , <u>17</u>
Instructor (Supervisory)	<u>3</u> , <u>9</u> , <u>10</u> , <u>11</u> , <u>14</u> , <u>15</u> , <u>17</u> , <u>22</u> , <u>25</u> , <u>26</u> , <u>28</u>
Intelligence Analyst	<u>5</u> , <u>6</u> , <u>9</u> , <u>10</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>17</u> , <u>19</u>
Intelligence Officer	<u>5</u> , <u>9</u> , <u>10</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>19</u>
Intelligence Editor	<u>5</u> , <u>6</u> , <u>9</u> , <u>10</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>17</u> , <u>19</u>
Investigator	<u>3</u> , <u>5</u> , <u>6</u> , <u>9</u> , <u>10</u> , <u>12</u> , <u>17</u> , <u>18</u> , <u>19</u>
Janitor	<u>1</u> , <u>4</u> , <u>11</u> , <u>12</u> , <u>19</u> , <u>20</u>
Laborer (Skilled)	<u>6</u> , <u>7</u> , <u>11</u> , <u>12</u> , <u>16</u> , <u>19</u> , <u>20</u>
Laborer (Supervisory)	<u>6</u> , <u>7</u> , <u>11</u> , <u>16</u> , <u>19</u> , <u>20</u> <u>24</u> , <u>25</u> , <u>26</u> , <u>29</u> , <u>30</u>
Leave Clerk	<u>3</u> , <u>4</u> , <u>6</u> , <u>8</u> , <u>11</u> , <u>12</u> , <u>15</u> , <u>19</u>
Librarian	<u>3</u> , <u>5</u> , <u>7</u> , <u>9</u> , <u>11</u> , <u>15</u> , <u>18</u> , <u>22</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>30</u>
Librarian (Acquisition)	<u>3</u> , <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , <u>12</u> , <u>14</u> , <u>15</u> , <u>16</u> , <u>19</u> , <u>24</u> , <u>25</u> , <u>26</u> , <u>30</u>

-5-

Position	Element Pattern
Librarian (Cataloguer)	<u>3</u> , <u>6</u> , 8, 11, <u>12</u> , 16, 19
Library Assistant	<u>3</u> , <u>6</u> , <u>7</u> , <u>11</u> , 12, 16, 19
Liaison Officer	<u>5</u> , 8, 9, <u>10</u> , <u>11</u> , 12, 14, 15, 16, <u>17</u> , 18, 19
Machinist	<u>1</u> , <u>2</u> , <u>8</u> , 16, 17, 18, <u>19</u>
Mail Clerk	<u>3</u> , 4, <u>6</u> , 7, 11, <u>12</u> , 19
Management Analyst	<u>3</u> , <u>5</u> , 6, <u>8</u> , <u>9</u> , <u>10</u> , 11, <u>12</u> , 14, <u>15</u> , 17, 18, <u>19</u>
Mechanic (Automobile)	<u>1</u> , <u>2</u> , <u>7</u> , 11, 16, 18, 19
Messenger	<u>3</u> , <u>6</u> , 7, 11, <u>12</u> , 16, 19, 20
Metallurgist	<u>3</u> , <u>5</u> , 8, 9, <u>10</u> , 12, <u>15</u> , 17, 19
Meteorologist	<u>3</u> , <u>5</u> , <u>8</u> , <u>10</u> , 12, <u>17</u> , 19
Microphotographer	<u>1</u> , <u>3</u> , <u>4</u> , 6, 7, 11, <u>12</u> , 13, 16, <u>19</u>
Microphotographer (Supervisory)	<u>2</u> , <u>3</u> , 5, <u>8</u> , 9, 11, <u>12</u> , <u>14</u> , 16, <u>18</u> , 19 <u>24</u> , 25, 26, 27, 29
Mimeograph Operator	<u>3</u> , <u>4</u> , 6, <u>8</u> , 11, <u>12</u> , 19 <u>3</u> , <u>4</u> , 6, <u>8</u> , 11, <u>12</u> , 19 <u>3</u> , 5, <u>7</u> , 8, 11, <u>15</u> , 16, <u>18</u> , 19
Miscellaneous Duplicating Equipment Operator	
Motor Vehicle Dispatcher	<u>3</u> , 5, <u>7</u> , 6, <u>11</u> , 15, <u>16</u> , <u>18</u> , 19
Nurse (Non Supervisory)	<u>1</u> , 3, 7, 8, 9, <u>11</u> , 15, <u>16</u> , 17, <u>18</u> , 19 <u>30</u>
Nurse (Supervisory)	<u>5</u> , <u>6</u> , <u>8</u> , 11, <u>16</u> , 17, 18, 19 <u>24</u> , 25, 26, <u>30</u>
Office Appliance Repairman	<u>1</u> , <u>2</u> , <u>6</u> , <u>8</u> , <u>11</u> , 12, 16, <u>18</u>
Office Device Operator	<u>2</u> , <u>7</u> , <u>8</u> , 11, 12, 16, 19
Operations Officer (P-4/CAF-11 or higher)	<u>5</u> , 6, 7, 8, 10, 15, 16, <u>17</u> , <u>18</u> , 19 <u>22</u> , <u>25</u> , 26, <u>30</u> , plus <u>Sense of Security</u>
Operations Officer (through P-3/CAF-9)	<u>5</u> , <u>6</u> , 7, <u>9</u> , 12, <u>17</u> , 18, <u>19</u> , plus <u>Sense of Security</u>
Organization & Methods Examiner	<u>5</u> , 8, 9, <u>10</u> , 12, 14, <u>15</u> , 18, 19 <u>23</u> , <u>28</u> , <u>30</u>
Payroll Clerk	<u>3</u> , <u>4</u> , <u>6</u> , <u>7</u> , 11, <u>12</u> , <u>16</u> , <u>19</u>

-6-

Position	Element Pattern
Personnel Clerk	<u>3</u> , 4, <u>6</u> , <u>7</u> , 11, <u>12</u> , 15, <u>16</u> , <u>19</u>
Personnel Director	<u>9</u> , <u>10</u> , 14, <u>15</u> , 16, 17, 18, 19, <u>21</u> , 22, 24, <u>26</u> , 27, <u>29</u> , <u>30</u> , <u>31</u>
Personnel Officer	<u>5</u> , <u>9</u> , 10, 14, <u>15</u> , 16, 17, 18, 19, 22, 23, 24, <u>26</u> , 27, 29, 30
Personnel Assistant	<u>3</u> , 6, 8, <u>9</u> , <u>10</u> , 11, <u>12</u> , <u>15</u> , 18, <u>19</u>
Photographer	<u>3</u> , <u>4</u> , <u>6</u> , 11, 12, <u>15</u> , 18, 19
Photostat Operator	<u>1</u> , <u>3</u> , <u>4</u> , <u>7</u> , 11, <u>12</u> , 16, 19
Physicist	<u>3</u> , <u>7</u> , <u>9</u> , 11, <u>14</u> , <u>15</u> , 18, 19
Placement Officer	<u>3</u> , 5, 7, <u>9</u> , 10, 12, 14, <u>15</u> , <u>16</u> , 17, <u>18</u> , <u>19</u>
Presentation Specialist	<u>3</u> , <u>5</u> , <u>6</u> , 9, <u>10</u> , 12, <u>15</u> , 18, 19, 22, <u>25</u> , <u>26</u>
Printing & Publication Clerk	<u>3</u> , 4, <u>6</u> , <u>8</u> , 9, 11, <u>12</u> , 14, <u>19</u>
Procedural Analyst	<u>3</u> , <u>5</u> , 6, <u>8</u> , <u>9</u> , <u>10</u> , 11, <u>12</u> , <u>14</u> , <u>15</u> , <u>17</u> , 18, <u>19</u>
Program and Planning Analyst	<u>3</u> , <u>5</u> , 8, <u>9</u> , 10, 14, 18, 19
Projectionist	<u>1</u> , <u>3</u> , 6, <u>7</u> , 11, <u>12</u> , 16, <u>19</u>
Property and Supply Clerk	<u>3</u> , <u>6</u> , <u>7</u> , 11, <u>12</u> , 16, <u>19</u>
Property and Supply Officer	<u>6</u> , <u>8</u> , <u>10</u> , 14, 16, 17, 18
Psychologist	<u>3</u> , <u>5</u> , 6, <u>8</u> , <u>10</u> , <u>15</u> , 17, <u>18</u> , 19
Purchase Clerk	<u>3</u> , 4, <u>6</u> , <u>7</u> , 10, 11, <u>12</u> , 16, <u>19</u>
Purchasing Officer	<u>6</u> , <u>9</u> , <u>10</u> , 14, <u>15</u> , 16, <u>17</u> , 18, 19, 28, 29, 30
Radio Operator	<u>1</u> , <u>3</u> , <u>6</u> , <u>8</u> , 11, 16, 18, <u>19</u>
Receptionist	<u>6</u> , <u>10</u> , 11, 15, 16, 17, 19
Record Clerk	<u>6</u> , <u>8</u> , <u>12</u> , 13, 16, 18, 19

Position	Element Pattern
Recruitment and Placement Officer	5, <u>9</u> , 10, 12, 14, <u>15</u> , 18
Reports Officer (P-4/CAF-11 or higher)	6, <u>6</u> , <u>9</u> , 10, 11, 14, 15, 16, <u>17</u> , 18, 19 <u>22</u> , <u>24</u> , <u>25</u> , 26, 27, plus Skill in English usage and skill in foreign language (if not required, omit last item)
	Note: Use item 15, or 27, but not both, as appropriate to the position.
Reports Officer (through P-3/CAF-9)	5, <u>6</u> , 9, 10, 11, <u>12</u> , 14, 16, 17, <u>19</u> , plus Skill in English usage and skill in foreign language (if not required, omit last item)
Secretary	3, <u>4</u> , <u>6</u> , 7, 9, 11, 12, <u>14</u> , <u>15</u> , <u>16</u> , 17, 18, <u>19</u>
Security Officer	5, <u>9</u> , 10, 14, <u>15</u> , 17, 19
Shipping Clerk	6, <u>7</u> , <u>12</u> , 13, 16, 18, 19
Shorthand Reporter	3, <u>4</u> , <u>6</u> , <u>8</u> , 11, <u>12</u> , 16, <u>19</u>
Statistical Clerk	6, <u>7</u> , <u>8</u> , <u>10</u> , 11, 12, 16, <u>19</u>
Statistical Coding Clerk	3, <u>4</u> , <u>6</u> , <u>7</u> , 11, <u>12</u> , 19
Statistician	3, <u>6</u> , <u>8</u> , 9, 12, 14, 16, 18
Storekeeper (Non Supervisory)	3, 6, 7, <u>11</u> , 12, <u>16</u> , 19
Storekeeper (Supervisory)	6, <u>7</u> , 11, <u>12</u> , 16, 19 <u>24</u> , <u>25</u> , <u>26</u> , <u>30</u>
Store Laborer	3, 6, <u>7</u> , <u>11</u> , 16, 18, 19
Stenographer	3, <u>4</u> , <u>6</u> , 7, 11, <u>12</u> , 14, 19
Supply Clerk	3, <u>6</u> , <u>7</u> , 11, <u>12</u> , <u>16</u> , 19
Tabulating Machine Operator	2, <u>7</u> , <u>8</u> , 11, 12, 16, 19
Technologist	5, 6, 8, <u>9</u> , 10, <u>12</u> , <u>15</u> , 17, 18, 19 <u>30</u>
Telegraphic Typewriter Operator	<u>3</u> , <u>6</u> , <u>8</u> , 11, <u>12</u> , 16, <u>19</u>
Telephone Operator (Non Supervisory)	3, 6, 7, 9, 11, 12, <u>15</u> , <u>16</u> , 18, <u>19</u>
Telephone Operator (Supervisory)	3, 6, <u>7</u> , <u>9</u> , 11, 14, <u>15</u> , 16, 17, <u>19</u> <u>24</u> , <u>25</u> , <u>26</u> , 29, 30
Traffic Manager	3, <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , 11, 12, 14, <u>15</u> , <u>16</u> , 18
Training Assistant	3, <u>5</u> , <u>8</u> , <u>9</u> , <u>10</u> , 11, 12, 14, <u>15</u> , <u>17</u> , 18, <u>19</u>
Translator	3, <u>4</u> , <u>7</u> , <u>8</u> , 10, <u>11</u> , <u>12</u> , 19

-8-

Location

Element Pattern

Employment Clerk

3, 4, 6, 7, 11, 12, 19

1, 3, 6, 11, 16, 19, 20

3, 4, 6, 7, 11, (12 or 13), 16, 19

Employment Operator

1, 3, 4, 6, 8, 12, 19